Scan of Gender Equity Policies and Practices

Stantec

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1.0 INTRODUCTION

In September 2007, the Government of Newfoundland and Labrador released its Energy Plan, *Focusing Our Energy*. The Plan highlighted the need to remove the barriers that limit the participation of women in non-traditional occupations and provide women with better access to emerging opportunities presented by major projects. To address these issues, the Plan included a requirement that proponents of large projects have Women's Employment Plans (WEPs) with the goal of achieving employment equity for women in all project phases. These WEPs supplement gender equity programs and policies in place in many companies and must be based on comprehensive and updated practices in order to position the companies for success. In turn, the government policy frameworks directing these plans must also be based on solid practice with demonstrated success in supporting gender equity.

The Department of Natural Resources (DNR) plays a key role in supporting the increased participation of women in project-related employment in the Province. The DNR's commitments to increasing gender equity, particularly in the natural resource sector, and the commitments made by the provincial government in the Energy Plan, require the development of a comprehensive policy framework in this area. As a result, DNR engaged Stantec to conduct an international scan that government will use in the development of a gender equity policy framework and to inform industry of government's policy direction in this area.

The scan of gender equity policies and practices to support the development of this framework considered gender equity policies, programs and initiatives implemented by governments, corporations and unions, which increase the level of women's participation in the resource sector. This was complemented by research into women's employment in these industries, including discussions with specialists in the area of women's employment and gender equity.

The next section of this report (Section 2.0) describes the methodology used in the development of report. This includes an outline of the jurisdiction selection process, the secondary source review, and additional research considerations that influenced the development of the report. Section 3.0 provides a general discussion of gender equity globally and lists the specific issues related to gender equity in natural resource industries. Sections 4.0, 5.0, 6.0 and 7.0 present the results of the scan. Specifically, this includes the identified government, corporate, third sector and union initiatives. Finally, the report concludes with recommendations for the development of a gender equity policy framework.

2.0 METHODOLOGY

The scan was undertaken using a combination of primary and secondary research, including a review of legislation, regulations and policies. It also relies heavily on input and direction from specialists in both the field of gender equity and in the industries discussed. These steps were central to the identification of recommendations for a policy framework that is appropriate to the overall level of investment and the potential impact to the Province.

Following input from an advisory team and based on consultant knowledge of and experience in natural resources industries research began using the following preliminary list of national and regional jurisdictions:

- Nova Scotia;
- Alberta;
- Nunavut;
- United States (federal and selected states);
- Australia (federal and selected states);
- United Kingdom;
- Norway;
- Sweden; and
- Finland

These were selected because they were considered to be comparable to Newfoundland and Labrador, in that they are developed jurisdictions with significant petroleum and/or mineral activity. An initial review of secondary sources was used to identify gender equity initiatives in these jurisdictions. The secondary source review was also used to identify other jurisdictions that have been active in the advancement of gender equity. This review included an examination of:

- government legislation, regulations and policies;
- websites for industry associations and companies;
- websites/publications related to labour policy, including materials that address gender equity issues; and
- scholarly journals in the field of human resources, social sciences, and public policy.

The review of legislation, regulations and policies included a detailed examination of legislative and regulatory requirements for oil and gas and mineral developments in the preliminary list of jurisdictions. It also included a review of initiatives undertaken by government departments focused on the status of women.

The secondary source review also served to identify study informants, including representatives of industry associations, governments and regulatory agencies. Additional informants were chosen based on consultant knowledge and experience of the industries involved. This included

representatives from academia and from groups such as the International Regulators Forum (an informal group of oil and gas regulators from Australia, Brazil, Canada, the Netherlands, New Zealand, Norway, the United Kingdom, and the United States).

Informants were contacted using an introductory email outlining the purpose of the study and its objectives. They were also requested to forward the email to any colleagues that be interested in contributing to the study, and several contacts did so, making it extremely effective at identifying additional informants. A total of 28 emails were sent to informants, including 19 emails sent to industry groups, four sent to government representatives, and five sent to other industry participants. The introductory email is found in Appendix A and a complete list of agencies and departments examined individuals/organizations contacted is provided in Appendix B. All email communication has been saved for use by DNR.

In addition to informing jurisdiction selection and helping identify potential informants, the secondary source review was used to identify the issues surrounding gender equity in relation to natural resource industries. This included a review of research on the barriers to women's participation, advancement and retention. The material reviewed for this task consisted mainly of existing diversity reports and women's employment plans. In addition, scholarly journals in the field of human resources, social sciences and public policy, and websites for industry associations, were reviewed. Through this process seven focus areas, which represent the types of initiatives required to encourage women's employment and which will form the foundation of the gender equity framework, were identified (see Section 3.3).

Although the scan was originally intended to identify and review government initiatives related to gender equity in the oil and gas and mining industries, the above methodology did not identify any recent requirements, policies, or initiatives related to gender equity in any of the jurisdictions other than Australia. This paucity of government initiatives was confirmed by both the literature review and in discussions with informants within the chosen jurisdictions, who indicated a diminished government focus on this topic. (It should be noted that the literature review consistently returned results related to Newfoundland and Labrador, including the Energy Plan and local research undertaken over the past decade.)

Given the very small number of government initiatives identified it was decided, in consultation with DNR, to broaden the scope of the study to both examine crown corporations, and to seek to identify and discuss industry led-initiatives. To this end Stantec undertook reviews of:

- the human resources policies of a number of crown corporations, specifically hydro-electric companies due their relevance to natural resource industries; and
- corporate sustainability reports (CSRs) for selected companies.

The latter approach was developed in consultation with Dr. Tom Cooper, one of the Project advisors and a specialist in corporate sustainability.

Company gender equity policies and initiatives are often reported in CSRs, which communicate an organization's economic, environmental and social performance. For the CSR review, a search was conducted for the largest oil and gas and mining companies, and major construction and engineering firms that provide services to them, in each of the jurisdictions. A review of each company's website revealed whether it had prepared a CSR (for 2010 or in recent years).

As corporate sustainability reporting is voluntary, not all companies may have produced a report.

All available reports were scanned for gender diversity initiatives and these were recorded in a table. In some cases, the company's gender diversity policy was outlined in the report but specific initiatives were not. In other cases, specific initiatives were listed but not described. A further review of the company's website often led to additional information about specific gender diversity programs and initiatives or to articles on the internet in which these were described.

Based on a review of gender equity issues and initiatives, and taking into account the Newfoundland and Labrador context, a series of recommendations were developed. These are organized around the seven focus areas identified through the secondary source review (see Section 3.3).

3.0 GENDER EQUITY

3.1 Introduction

As women begin to make up more than half of all university graduates in much of the developed world, there is an increased awareness that this talent must have an equal opportunity to participate (Hausmann et al., 2010). Gender equity has been identified by the International Monetary Fund and leaders of the world's development banks as an important tool for the reduction of poverty and hunger, the reduction of child mortality and promotion of maternal health, and ultimately, as a tool to ensure environmental sustainability (CEE Bankwatch Network, 2006). Where women are not able to fully participate in natural resource industries, nor able to garner the full extent of compensation for the work that they do, it is not only women who suffer, but also the families, communities and countries involved, as well as the extractive industries companies themselves (Eftimie et al., 2009).

Numerous multinational companies have aligned core elements of their businesses and products to support and provide opportunities for women in the communities in which they are active. Several countries have introduced legislation that mandates minimum requirements for women's participation in both business and politics (Hausmann et al., 2010). Some governments' interventions have focused on encouraging employers to put in place 'family-friendly' policies or 'work-life balance' policies.

While women have continued to bear the brunt of caring for families in the developed world, they have changed their labour market behaviour much faster and to a much greater degree than men have changed their participation in domestic work. If gender equality is to enter the frame as a policy goal, this means that work family balance policies must also address the role of men as fathers (Lewis, 2009).

3.2 Gender Equity in Natural Resources Industries

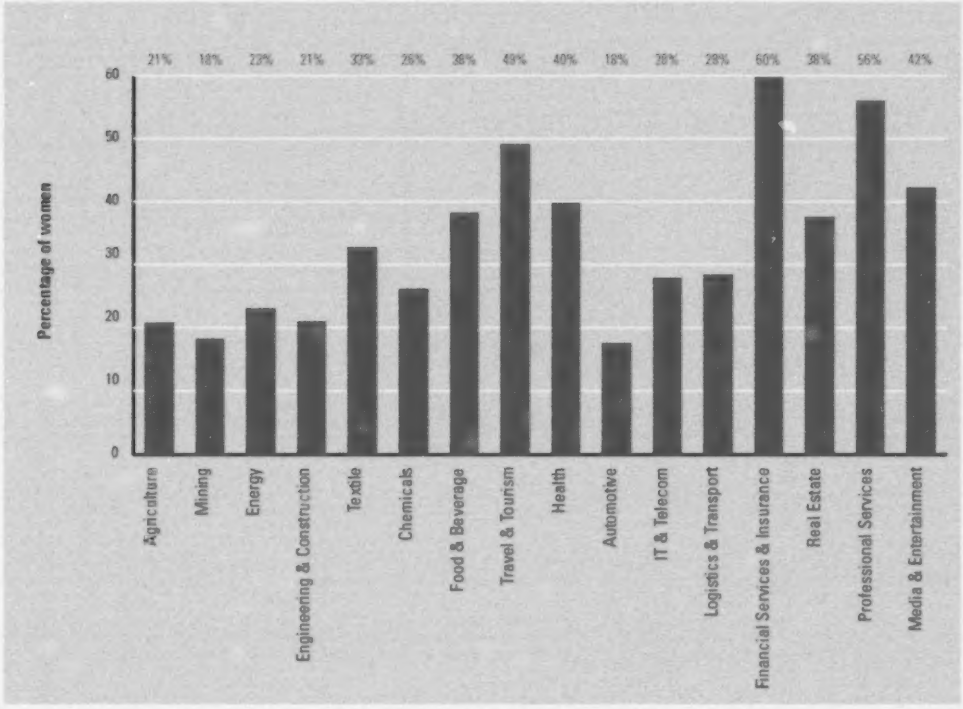
Natural resource industries, including mining and oil and gas, represent a major source of wealth in economies around the world and create jobs, revenue and opportunities for growth and development (Eftimie et al., 2009). Due to shortage of skilled labour, natural resource industries have begun to see women as a valuable resource and are taking action to increase women's participation. In Newfoundland and Labrador, government, industry, educational institutions, community organizations and several unions have implemented initiatives aimed at increasing women's representation in these fields (McLeod, 2009; Turner, 2009). However, globally, these industries typically have female employment of less than five percent and it is extremely rare to find companies with higher than ten percent female employment.

It has been argued that these low numbers have various causes, including poor access to education and the perception that women lack both the strength and the skill to take part in these industries, to long standing superstitions and traditional beliefs (Eftimie et al., 2009). This is combined with an ingrained corporate culture that makes men feel more comfortable and prepared to succeed in these industries than women (McLeod, 2009). However, barriers to women's participation in these industries have cost implications for the companies due to the

marginalization of highly productive and effective workers, as well as increased salary pressures resulting from a smaller labour pool (Eftimie et al., 2009). In Newfoundland and Labrador, this low representation of women in non-traditional training programs and occupations has negative implications both for their economic stability and for the stability of the province's workforce, which is facing forecasted skilled labour shortages (Turner, 2009).

The *Corporate Gender Gap Report*, published by the World Economic Forum in 2010, identifies mining and energy as having among the lowest levels of female participation in all industries (Figure 3.1).

Figure 3.1 Percentage of Women Employees by Industry



(Source: World Economic Forum, 2010)

In Canada, the participation rate for women in the oil and gas industry is 24 percent. This is in line with women's participation in the UK and Norwegian oil and gas industries, where women make up 21 and 20 percent of the workforce respectively. However, the majority of the positions held by women are in sales, administration, catering, and service (McLeod, 2009). For example, in the United Kingdom, 30 percent of the 1,898 women who travelled offshore in 2009 were employed in the catering sector (Oil and Gas UK, 2010). In Norway, vocational training is required for many offshore positions and 90 percent of trainees are male. Meanwhile, although 60 percent of university students are women, yet they typically show little interest in engineering or science-related programs (T. Hagen, Pers. Comm).

In 2010, Women in Mining Canada completed a report on the status of women in the Canadian mining sector. The report determined that, at 14.4 percent, the representation of women in

mining and exploration is the lowest among primary industries in Canada, despite some improvements over the past decade. The report included surveys of women, employers and educational institutions and two-thirds of women identified gender-specific challenges to career advancement, particularly in technical occupations, skilled trades and leadership positions. It was also noted that there was a disparity between the perceptions of women and employers regarding the barriers to women in the industry. While two-thirds of women responded that gender specific barriers existed, only 30 percent of employers agreed.

Barriers to advancement were identified by two-thirds of the women surveyed by WIMC and the largest barriers were identified in advancement through leadership roles, including supervisory, middle management, senior executive and higher. While the lack of women in these positions was partially due to the lack of women in the industry generally, an unsupportive work culture was also identified as a barrier to advancement. The male dominated work culture in the mining industry was identified by one-quarter of women surveyed, with almost 15 percent of women commenting that male co-workers and supervisors held negative perceptions about women's abilities, including perceptions about strength, leadership skills, and a lack of availability/willingness to travel due to family. No employer programs and practices were identified to target these issues (WIMC, 2010).

Working conditions were cited by women as a barrier to success in the mining industry. This included the lack of flexible work arrangements, work-place culture and the need to work in remote locations. With the later, it was not a lack of willingness or ability to travel to remote locations. Instead, women stated that it was important for them to receive ample notice and have the flexibility to make arrangements (WIMC, 2010). This is echoed by the results of a survey of professional geologists conducted by the American Association of Professional Geologists. This survey asked industry leavers what would entice them back to industry and flexibility was the top response. Additionally, 75 percent of respondents identified improvements in flexible work options as key to retaining women in the industry (Muller et al., 2009).

This is related to another barrier identified by women, a lack of field experience required for advancement in many of the technical fields related to mining. Women stated that they are not offered site experiences if they have, or plan to have children because of the assumption that this work will conflict with a mother's responsibilities and lead the employee to seek another job. The result is a secondary career path that both limits opportunities and results in a great deal of frustration (WIMC, 2010). Similarly, a respondent in the AAPG survey (Muller et al., 2009) stated that having children was seen as giving a woman zero potential for advancement and made them targets for attrition. In the United States, the situation for gender equity in natural resources industries has been described as "dismal" (Austin, Pers. Comm). Women in these industries in the U.S. often turn to women-focused industry associations, such as Women in Energy, for mentoring and support in a trusting environment because these issues cannot be addressed in the workplace (J. Grauberger, Pers. Comm).

However, the WIMC study determined that women who identified supportive practices in the organization were less likely to report barriers to advancement. Key supports identified by women included professional development and training, as well as support from senior leaders in the form of mentorship. This was echoed by educators, who noted a lack of female peers and mentors as a barrier to encouraging women to seek careers in the field.

In terms of recruiting more women into the industry, the reason most often cited by women for not choosing a career in the industry was that they never thought about the sector as an option. As a result, increased awareness is necessary. This includes sharing success stories of women in the industry. This should be done as early as possible, when students are beginning to investigate career options.

Suggested future directions for the mining industry identified by the WIMC Study (2010) include:

Identification of historic practices/systematic barriers: Immediate measures employers can take include mentorship programs, awareness training, re-evaluation of talent and potential, and analysis of pay practices.

Develop a training and development strategy: Place more emphasis on training and career development of women. Financial assistance may be available from government sources and industry associations may assist employers in identifying available funds.

Demonstrate the organizational benefit of higher female representation: Benchmark organizations which have undergone a sustainable culture change to demonstrate benefits. Future research could correlate financial performance with gender diversity.

Benchmark gender diversity in sector organizations: Sector organizations should analyse and report on the representation of women. This could include research to create key indicators.

Attract students to the sector: Focus groups, with students and program heads of related programs of study, are recommended to understand how to build a strong employment brand which appeals to this population and how to strengthen the relationship between the sector and post-secondary educational and training institutions.

Create an employment brand that reflects the reality of organizational life: Opportunities to travel to remote locations may be something that is attractive to both men and women, but inflexible work practices can emerge as a significant barrier. It is necessary to identify and showcase good practice organizations that allow employees to better balance or manage work-life balance without missing out on critical experience.

Celebrate Successes to Constructively Publicize the Issue: To raise profile and celebrate the progress made on this issue, industry, in partnership with government, might sponsor awards programs that recognize world class practices, organizations that achieve milestones and women's accomplishments from operational and trades occupations through to senior leadership.

3.3 Focus Areas

Part of the process of developing a successful gender equity policy framework was to identify focus areas on which the framework can be built. As discussed in Section 2.0, the seven focus areas below were identified through the secondary source review, with a specific focus on existing diversity reports and women's employment plans. They have also been informed by the experiences and issues outlined in section 3.2. These areas represent the types of initiatives

required to encourage women's employment and will form the foundation of the gender equity framework.

1. **Managing, Monitoring and Reporting**

   - Identify leading/lagging indicators and establish targets
   - Review plans and processes
   - Make gender employment data available by occupational category
   - Evaluate and report results
   - Grievance/dispute procedures
   - Union engagement
   - Dedicate resources and expertise to managing gender equity initiatives

2. **Employee Recruitment, Selection and Retention**

   - Pool of available workers
   - Community outreach
   - Advertise job opportunities and state company's commitment to equity using "active" language
   - Hiring process that emphasizes equity and fairness
   - Procedures that encourage women to apply for positions
   - Make use of special programs under Human Rights Act (i.e. women-only competitions)

3. **Employee Development**

   - Training opportunities
   - Career advancement strategies
   - Skills development through community investments (supporting education programs, strengthening the community)
   - Mentoring programs
   - Offer training opportunities and extend invitations to project meetings to women on maternity leave so they can maintain a connection to work life

4. **Work Environment and Equipment**

   - Supportive, accommodative and safe social environment
   - Functionality of physical structure, i.e. living facilities for both men and women
   - Protective gear and equipment appropriate for all workers
   - Use of culturally relevant practices for Aboriginal, disabled and visible minority women
   - Policies should insist on a harassment-free and respectful workplace

- Immediate violence response program
- Gender sensitivity and violence prevention training
- Occupational health and safety mechanisms that support women employees

5. Work/Family Balance

- Maternity leave
- Flexible work schedule
- Time to deal with family emergencies
- Affordable or subsidized quality childcare
- Employee and Family Assistance Programs

6. Business Access

- Work with women-led companies
- Work with women-led businesses to better prepare them for bidding on contracts: training, mentoring, financial assistance, certifications, etc.
- Ensure that subcontractors also have business access policies and initiatives
- Create awareness of and access to certifications process for women-owned-businesses

7. Information and Communications

- Company information sessions to educate about equity/diversity
- Promotional, motivational and educational materials represent women and use gender inclusive language
- Community outreach
- Ongoing consultation with female employees

4.0 GOVERNMENT INITIATIVES

As was discussed above, the literature review and discussions with informants found very few relevant government initiatives. These are in the following jurisdictions:

- Queensland;
- Quebec;
- Manitoba; and
- South Africa.

4.1 Queensland

Women in Hard Hats is an initiative of the Queensland Government Office for Women, in Australia, which was designed to encourage women and girls to consider careers in traditionally male-dominated industries, including mining. This initiative is aligned with the *Smart Women-Smart State Taskforce* which was established in 2005 to advise the Minister for Women on strategies to increase girls' and women's participation in education, training and employment in science and technology related fields (Women in Hard Hats, 2011).

The *Women in Hard Hats* initiative has five interest areas:

- showcasing activities to highlight, promote and profile careers in traditionally male-dominated industries;
- policy development and research;
- social marketing campaign;
- information provision; and
- monitoring.

Specific goals of the initiative include increasing the number of:

- women employed in mining, construction, science, engineering and technology industries;
- women taking up traineeships and scholarships in these industries;
- employers in these industries with strategies to increase the retention of women; and
- women in senior and leadership roles in these industries.

To this end, *Women in Hard Hats* and the Office for Women undertook the following actions (Women in Hard Hats, 2011):

- Developed and ran two grant programs that provided seed funding to promote women's participation in non-traditional industries and encourage industry to consider ways to attract and retain women:

  - The Indigenous Working Women's Fund provided two grants of up to $50,000 to encourage organizations to develop an innovative project or program that supported the sustainable employment of Indigenous women in non-traditional industries.
  - The Women in Trades Grants provided ten grants of up to $10,000 to fund creative and innovative initiatives which work towards supporting women's participation in non-traditional trades.
- Maintained close relationships with stakeholders including Construction Skills Queensland, the National Association for Women in Construction, the Queensland Resources Council, QBuild, the Australasian Institute of Minerals and Metallurgy (AusIMM), Women in Technology, the Department of Education and Training and the Women in Plumbing reference group.
- Facilitated a 'Where are the Workers?' seminar to explore work-life balance in non-traditional industries, featuring a panel of speakers representing regional employers including Incitec Pivot, Zinifex Mine and GHD Engineering.
- Partnered with the AusIMM to launch a significant research report on perceptions of pay equity and gender diversity in the minerals sector.
- Developed an online diary of a visit to Cannington Mine visit to provide girls and women considering careers in mining with an insight into fly-in/fly-out operations and life on-site.

The program has a web portal (http://www.women.qld.gov.au/hardhats/) which has information available for students, parents, job-seekers and employers, including profiles of successful women in the industries targeted by the program. However, the program has been criticized for addressing the issue of women in non-traditional industries on a superficial level and focusing on one-off events with no lasting legacy for women's employment. The program was also criticized for a lack of partnership with industry, which was identified as being better positioned to create sustainable programs (C. Morrissey, Pers. Comm).

In March 2011, the Queensland minerals and energy sector announced a new target of 20 percent women in non-traditional roles by 2020. The Chief Executive of the Queensland Resources Council, stated that encouraging women, who remain under-represented in the industry, was necessary to find the people to support the growth of Queensland's Natural Resource Sector (Daily Mercury, 2011).

4.2 Québec

Hydro-Québec is a crown corporation and, as one of the largest electric utilities in North America, is responsible for the generation, transmission and distribution of electricity in Québec. Hydro-Québec's human resources policy includes a commitment to "ensure that women, Aboriginal peoples, visible and ethnic minorities, and handicapped persons are equitably represented within the organization." The corporation has also submitted an equal access to employment program to the *Commission des droits de la personne de la jeunesse.* This program was developed to comply with the *Equal Access to Employment Act,* which came into force in 2001. The goal of the *Act* is to ensure equal representation of groups that are frequently discriminated against, including women, Aboriginal peoples, visible and ethnic minorities, and disabled persons. The program aims to bring the company's labour force in line with rates of

availability established for the above five groups targeted by the *Act respecting equal access to employment in public bodies* (*Equal Access to Employment Act,* 2001).

4.3 Manitoba

Like Hydro-Québec, Manitoba Hydro is a crown corporation and province's major energy utility. The Corporation's employment equity goals for 2009/10 included 26 percent women, including 17 percent women in management positions and 34 percent in professional positions (Manitoba Hydro, 2010).

To this end, Manitoba Hydro has a youth program that has a goal of increasing representation among female Aboriginal Employees. In the early 2000s Manitoba Hydro's 'Building the Circle' summer career exploration camp, which included projects such as building mock generation projects and construction model dams. This program targeted Aboriginal girls, who represented two groups which are traditionally under-represented in most occupational groups and which face numerous barriers to employment and advancement (Aboriginal Human Resource Council, 2007).

Manitoba Hydro's ongoing gender equity initiatives include specifically targeting women and girls at career fairs throughout the Province, providing hands-on experience and mentorship for women and girls interested in trades, science and engineering. Also, for new female entrants to the workforce, Manitoba Hydro offers a mentorship program that partners new entrants with women who are established in their careers. Finally, Manitoba Hydro has begun the development of initiatives intended to address systematic barriers to the participation and retention of women in the organization (K. Lanyon, Pers. Comm).

4.4 South Africa

4.4.1 Mining Charter

In what was described as putting "issues of corporate social responsibility and sustainable development in the hands of the mining industry at the national policy level," the South African *Mineral and Petroleum Resources Development Act* (Republic of South Africa, 2002) and the South Africa Mining Charter (Republic of South Africa, 2004a) required mining companies to increase the level of women in mining to 10 percent within five years (Cronje and Chenga, 2005). In 2004, the South African government issued a "Scorecard for the Broad-Based Socio-Economic Empowerment Charter for the South African Mining Industry." This scorecard was designed to "facilitate the application of the Charter in terms of mineral and petroleum resource development" and was intended to reflect the spirit of the Charter (Republic of South Africa, 2004b).

This document states that the key decision point with respect to women's participation is the establishment and implementation of a plan to achieve the target. Additionally, companies were expected to report progress on an annual basis with the reports to be verified by an external audit. The government also committed to a review process and to establish annual forums to:

- monitor progress in the implementation of plans;

- develop new strategies as needs are identified;
- provide ongoing government industry interaction in respect of these objectives;
- develop strategies for intervention where hurdles are encountered;
- exchange experiences, problems and creative solutions;
- arrive at joint decisions; and
- review this Charter if required (Republic of South Africa, 2004b).

In her speech at the launch of the Mining Charter Review and Scorecard in 2010, Mineral Resources Minister Susan Shabangu stated that the gender and racial distribution of the workforce had not reached the level envisioned by the Charter. Among the challenges she identified in reaching these goals was the provisions of the Charter that allow for multiple interpretations and the need to revise the scorecard to enable proper reporting and the quantification of progress (Shabagnu, 2010).

However, following the implementation of the Charter, only 37 percent of mining companies developed employment equity plans with no evidence of any reports being submitted to the South Africa Department of Mineral Resources. These findings have been attributed to the "intransigence and lack of commitment by the industry to transform" (Republic of South Africa, 2009).

An amended Mining Charter was issued in September 2010, with the goal of overcoming the shortcomings in how the 2002 Charter was implemented and expediting and streamlining the attainment of the Charter's objectives. However, although employment equity is still a feature of the Charter, the specific mention of women's employment and gender has been removed and the clause now focuses on the demographic representation of historically disadvantaged groups.

4.4.2 Liquid Fuels Charter

Similar to the Mining Charter, the Charter for the South African Petroleum and Liquid Fuels Industry was signed in 2004 and was intended to achieve a sustainable presence, ownership or control by historically disadvantaged South Africans of a quarter of all facets of the liquid fuels industry or plans to achieve this (South African Petroleum Industry Association, ND). This Charter applies to the privately-owned parts of the industry and related supply chain, including:

- Exploration and production of oil;
- Liquid fuels pipelines;
- Single buoy moorings, depots and storage tanks;
- Oil refining and synthetic fuel manufacturing plants, including lubricants;
- Transport, including road haulage and coastal shipping;
- Trading, including import and export; and
- Wholesale and retail assets/infrastructure.

The definition of Historically Disadvantaged South Africans (HDSAs) included those who had been discriminated on the basis of gender. As such, gender equity was a consideration in defining the Charter's goals with respect to employment equity generally. Additionally, the South African government identified a need to encourage the growth of supportive procurement policies identified mechanisms by which companies could support financing for companies owned by HDSAs (South African Petroleum Industry Association, ND). However, as with the Mining Charter, the Liquid Fuels Charter fell short of its goals. In 2009, Energy Minister Dipuo Peters reported that the industry had failed to comply with the Charter in the crucial elements of ownership, control and procurement and there was an overall lack of transformation in the sector (Engineering News, 2009).

5.0 COMPANY INITIATIVES

5.1 Introduction

In the context of sustainable development, organizations are taking a different approach to doing business. Financial performance is no longer regarded as the exclusive driver. Instead, economic, environmental and social factors, including gender equality, are increasingly being recognized as important (GRI, 2008). Under greater scrutiny than ever before, organizations are increasingly being encouraged by their stakeholders to measure, account for, and take responsibility for their economic, environmental, and social performance. Sustainability reporting has emerged as an effective mechanism for organizations to transparently communicate this information to employees, customers, investors, and others (IFC and GRI, 2009).

Sustainability reporting is the practice of measuring, disclosing, and being accountable to internal and external stakeholders for organizational performance towards the goal of sustainable development. A corporate sustainability report (CSR) generally contains information on an organization's economic, environmental, and social impacts and should provide a balanced and reasonable representation of the sustainability performance of a reporting organization – including both positive and negative contributions (GRI, 2006).

The integration of gender-related information into sustainability reporting has been widely recognized as an essential component of corporate governance principles. Including gender diversity in CSRs can help organizations benefit from emerging best practices in sustainability reporting, achieve bottom-line benefits, and create new opportunities for women in the private sector by better understanding and managing gender perspectives in their businesses. Adding a gender perspective to existing nonfinancial reporting frameworks may also help private companies win recognition by workers, investors and consumers (IFC and GRI, 2009).

An analysis of the codes of conduct, including corporate sustainability reporting practices, of many oil and gas and mining companies was produced by the World Bank Group in 2004. It revealed that the codes of conduct for virtually all of the oil and gas and mining companies studied include diversity and give some guarantees against non-discrimination. In addition to prohibiting any discrimination, many companies take the additional, pro-active step of specifically encouraging initiatives that help to diversify their workplaces. Many of these companies adopt general policies which provides that the company has "an inclusive work environment and actively embraces a diversity of people, ideas, talents and experiences" or that it "promotes diversity within our workforce" because "diversity of people and ideas will provide the company with a business advantage" (World Bank Group, 2004).

The analysis also indicated that some companies provide follow-up mechanisms to ensure diversity in its statement of principles and have developed tools to encourage and track progress in the area of diversity and equal opportunity. A number of companies also make clear that their policies apply to other members of their sourcing chain, including suppliers, customers, contractors, and other stakeholders (World Bank Group, 2004).

5.2 Approaches and Initiatives

A review of numerous CSRs for oil and gas and mining companies revealed that very few companies report specific gender diversity initiatives, rather they make statements about their diversity policies. In some cases, a specific initiative may be named in a CSR but further research on the company's website was required to uncover information about the initiative and how it actually works to encourage gender diversity.

Table 5.1 lists and summarizes initiatives that were found in CSRs and on company websites. Initiatives of seventeen companies are outlined; eight of these are mining companies, six are oil and gas companies and three are construction and engineering firms. The majority of the initiatives that are mentioned have taken or are taking place in Australia, the United States and Canada.

All of these gender diversity programs and initiatives relate to the focus areas identified in Section 3.3. For example, some of the companies listed provide diversity training (Chevron Canada) and have communications campaigns to provide information about company diversity and harassment policies (Lonmin), which addresses the Information and Communications focus area.

Chevron Canada and TransCanada Corp have established networks within their operations to provide support, information, career development advice and mentoring to women. This type of initiative addresses the areas of Work Environment and Equipment, and Employee Development, by providing women with a supportive social environment and skills development. Employee Development is also addressed by programs established by Theiss and BHP Billiton (BMA) to provide specialized training to women who desire employment with the company. In addition, Chevron United States and ConocoPhillips have established or support education efforts which promote employment in the natural resources sector to young girls and women.

One way to increase the participation of women in the natural resources sector is through supplier diversity, the process of reaching out to groups not traditionally included in the supply chain, including women-led businesses. In general, corporate supplier diversity and inclusion initiatives are beneficial to a company for a number of reasons: they offer access to global innovation, expand the vendor pool, and help the company meet its CSR goals. A number of companies have Supplier Diversity Programs, including ExxonMobil and Haliburton, which make it a priority to provide contracts to and purchase supplies from women-owned companies. This initiative falls under the Business Access focus area.

In the United States, oil companies have a long history of supplier diversity and inclusion initiatives, but the process of including women-owned businesses in competitive bidding processes in all of the countries where large corporations do business is new and growing. Companies, such as Chevron Canada, ExxonMobil and Newmont, have now adopted policies and standards explicitly aimed at increasing procurement from women and minority-owned companies. These business access strategies can include policies and targets for working with diverse companies, mentoring programs to help women- and minority-owned businesses become better prepared to win contracts and adaptations to procurement systems so that they are more accessible to diverse companies.

Chevron Canada recognizes and monitors gender diversity efforts by linking managers' performance ratings to their hiring of diverse candidates. This initiative falls under the Managing, Monitoring and Reporting focus area while Alcoa Fjaardal addresses the Employee Recruitment, Selection and Retention by attracting female workers through advertising and on-site events.

Based on this CSR review, industry-led initiatives generally appear to focus on providing a supportive social environment and developing employees' skills by establishing networking groups for women, training opportunities and information about gender diversity within the company. The companies that have been profiled generally have well developed supplier diversity programs, which encourage business opportunities for enterprises owned by women. Common gender diversity goals also include helping women achieve work/life balance through flexible work schedules, as well as nurturing young women's interest in pursuing a career in the natural resources sector through educational partnerships.

However, while many companies have made efforts to retain current female employees, little appears to have been done in the recruitment of qualified candidates. Few companies reported specific procedures and programs, such as the ones put in place by Anglo American and Alcoa Fjardaal, to encourage women to apply for "non-traditional" roles in the natural resources sector. In addition, while companies place high importance on providing a safe and secure social environment for women, very few initiatives focus on making the physical work area safe for them. Anglo Platinum has put some effort into considering women's needs in the development of its underground mining facilities and in the provision of safety equipment.

Table 5.1 Gender Equity Initiatives Reported by Oil and Gas, Mining and Construction Companies

Jurisdiction	Company	Company Type	Initiative
Managing, Monitoring and Reporting			
Australia	BHP Billiton (BMA)	Mining	Appointed a Senior Advisor for Women's Employment, responsible solely for women's employment, allowing the company to accelerate progress in gender diversity
South Africa	Lonmin	Mining	Has an Employment Equity forum and forum subcommittees in place, with representatives of all major trade unions and management. The forum convenes on a monthly basis and reviews performance against targets. Established a women's union committee, and the employment of women has been included as part of the annual performance reviews (Lonmin and IFC, No date)
South Africa	Anglo Platinum	Mining	Appointed a female manager to identify health and safety considerations for women, including the provision of safety equipment in the right sizes (Anglo American, 2009)
United States	CH2M Hill	Engineering and Construction	Accountability mechanisms include the Performance Enhancement Process, which evaluates employees' goals Balanced scorecards measure progress for each business group and ensure that efforts are tracked in the line business Delivers an employee survey through which leaders are held responsible for continued improvement in diversity and inclusion measures (Catalyst, 2009)
UK	BP	Oil and gas	Has a *Global Path to Diversity and Inclusion Program* which is monitored and implemented by a decentralized team of Diversity and Inclusion (D&I) experts. The D&I team shapes and manages a multitude of initiatives and programs, including: diversity targets for executives; career advancement offerings for diverse high-potential employees; a diversity-and-inclusion index that tracks employees' perceptions; global diversity networks; and dynamic workshops that focus on issues related to gender, race and nationality. In addition, all D&I targets are tracked quarterly; if goals are not met, there is an intervention by the respective senior leadership (Catalyst, 2006)

Jurisdiction	Company	Company Type	Initiative
Employee Recruitment, Selection and Retention			
United States	Chevron	Oil and gas	Partners with the Techbridge program to encourage girls to study science and engineering. The program includes a field trip to Chevron headquarters in California, where they meet role models and learn about careers in engineering, science and technology. Chevron volunteers participate by sharing their academic and work experiences with students (Chevron USA, 2010)
Canada	ConocoPhillips Canada	Oil and gas	Supports programs that encourage women in science, including Alberta's Women's Science Network's Operation Minerva initiative, which educates young women about careers in science and provides opportunities for job shadowing and mentoring (ConocoPhillips, No date)
Canada	Chevron Canada	Oil and gas	Ties managers' performance ratings to their hiring of diverse candidates and ensures that selection teams and candidate slates represent a range of backgrounds As part of Chevron's University Partnership Program, established long-term strategic relationships with 18 universities around the world to acquire and develop talent and leverage technology and research (Chevron Canada, 2009)
Iceland	Alcoa Fjardaal	Mining	Trying to attract women to work at the smelter in Fjaardal by offering equal wages to men (where women typically earn less than men) (Alcoa, 2011)
Australia	OZ Minerals	Mining	A company-wide 'Women in Mining' strategy targeting increases in the number of female employees was developed during 2007 and 2008 (OZ Minerals, 2008)
Australia	Anglo American	Mining	Foxleigh Mine has introduced an entry-level "Hot Seat Crew" program aimed at providing employment for women. The primarily female crews cover regular day shift operator breaks working from 8am to 4pm, and the roster provides a flexible and genuine career pathway into the resource industry, especially for people interested in re-entering the workforce (Anglo American, 2010)
Australia	Theiss	Mining	Provides local community training to encourage women to operate haul trucks. The traineeships offer the prospect of full-time work without employees having to leave their families (QRC, 2010)

Jurisdiction	Company	Company Type	Initiative
Australia	BHP Billiton (BMA)	Mining	Operational Working Women's Group focuses on education programs and initiatives for girls and professional development for women, aimed at promoting, mentoring, developing and retaining women in operational roles Nickel West has a Female Participation Committee that looks at ways to attract and retain female employees. It currently has plans to attract young women for non-traditional jobs through vacation, graduate and trainee programs. In 2011, it is conducting a survey aimed at looking at recognition and career development opportunities for women across all levels of the business (BHP Billiton Nickel West Recruitment Team, 2011)
South Africa	Lonmin	Mining	Women in Mining program created to promote the employment and retention of women in Lonmin's workforce In order to focus its recruitment efforts, developed a shortlist of jobs that women can easily fill. These were identified using a criterion such as low, medium and high physical capability required for a job and include general worker, locomotive operator, belt attendant and artisan helper (Lonmin and IFC, No date)
United States	Schlumberger	Oil and gas	In partnership with the Society of Women Engineers, holds the *Stilettos to Steel Toes* essay contest to expose female engineering students to traditionally male careers in the oil and gas industry (Schlumberger, 2010)
Employee Development			
Canada	Trans Canada Corp	Oil and gas	Maintains a women's networking group that provides career development and mentoring for female employees at all levels (Jermyn, 2010)
Canada	Chevron Canada	Oil and gas	Has employee affinity groups and employee networks for minority groups and women. These help eliminate barriers, improve communication between employees, and cultivate links with the communities where they work (Chevron Canada, 2009)
Sweden	Skanska	Construction	Has a Female Mentorship Program to provide encouragement, support and professional development for women. In 2009, 22 women were selected to participate and for one year they received support in their professional development from male mentors, who will also act as ambassadors to increase the percentage of women in various positions (Skanska, 2009)

Jurisdiction	Company	Company Type	Initiative
South Africa	Lonmin	Mining	Has a Women in Mining communications campaign; training was included as part of the annual employee training programs and training on sexual harassment policies and programs have been initiated (Lonmin and IFC, No date)
Canada	ConocoPhillips Canada	Oil and gas	Worked with Aurora College to award bursaries to students pursuing careers in trades, four of whom were Aboriginal women (ConocoPhillips Canada, 2007)
Canada	Xstrata Nickel	Mining	Has participated in a mentoring program for young professional women organized by the Women's Executive Network. Thirty-one women from Xstrata Nickel have participated in the program and have each been mentored by one of Canada's Top 100 powerful women. During 2010, a further six female employees participated in the mentoring program (Xstrata, 2009)
United States	CH2M Hill	Engineering and Construction	Regional women's networks provide local learning and mentoring opportunities Women's Leadership Summits deliver strategic learning opportunities to a cross-section of women leaders Networking opportunities and targeted recruiting for both new graduates and experienced hires A formal succession-planning process ensures slates are diverse and include at least one woman or person of colour (Catalyst, 2009)
Work Environment and Equipment			
South Africa	Lonmin	Mining	Twelve change houses have been constructed to accommodate female underground workers, 200 toilets installed and maintained, two-piece overalls issued to women and an alternative job placement system for pregnant and breastfeeding has now been established. The basic salary of women and men in the Company per employment category do not differ (Lonmin and IFC, No date)
South Africa	Anglo Platinum	Mining	When underground mining opportunities were opened to women in 2005, made arrangements to help them overcome the challenges of working in a male-dominated environment. Company assistance included not only a new set of policies and guidelines, but also training programs for women and appropriate facilities for them in the workplace, including underground (Anglo American, 2009)

Jurisdiction	Company	Company Type	Initiative
United States	CH2M Hill	Engineering and Construction	The *Constructing Pathways for Women Through Inclusion* initiative utilizes the company's long-standing inclusive workplace to accelerate women's advancement. All employees receive the *Little Yellow Book*, a guide to the organization's values designed to support an environment in which diversity, openness and innovation thrive. Expectations for employee behaviour, including diversity orientation, are explicit and defined as "Work Approaches" in the company's performance management system (Catalyst, 2009)
United States	Schlumberger	Oil and gas	A global women's network called *Connect Women* provides women working in remote locations the opportunity to communicate and get support from other women across the company, and highlights the critical issues that women face in their field assignments A new coverall was designed for women, and a field-location classification system for female placement based on working conditions and the local environment has been developed (Howes, 2010)
Work/Family Balance			
United States	ExxonMobil	Oil and gas	Flexible work arrangements: adaptable work place, modified work week, part-time regular, extended part-time, adjustable work hours (ExxonMobil USA, 2009)
Norway	Norsk Hydro	Mining	Developed a program called Hydroflex in 1997 to provide flexible working conditions that enable all employees, their families, and the organization to achieve balance in a functional and satisfying way. In some departments, employees were set up with home offices including spending allowance for furniture and encouraged to work at home up to two days a week (Fishman, 1999)
Iceland	Alcoa Fjardaal	Mining	Examining work practices at its smelter, such as 12-hour shifts, to see how they can better fit the needs of women (Alcoa, 2011)
UK	Cairn Energy (Scotland)	Oil and gas	Supports the needs of staff including working parents and have made improvements to flexible working policy so that they can balance work and family commitments or complete a smooth return to work following the birth of a child Other polices and initiatives introduced to improve work/life balance include an occasional home working policy, leave to move house, enhanced company maternity pay and a childcare vouchers policy (Cairn Energy, 2009)

Jurisdiction	Company	Company Type	Initiative
Australia	OZ Minerals	Mining	Initiatives implemented in 2008 included the extension of three months paid parental leave extended to all employees and a review of proposed salary increases, as part of the annual remuneration review, to ensure that salary increases were uniform across gender. This allowed the company to review and make any necessary changes prior to payments being made (OZ Minerals, 2008)
Australia	Anglo American	Mining	Flexible working hours has resulted in 75 percent of production crew at one Australian mine being female (Anglo American, 2009)
Australia	Anglo American	Mining	Anglo American Metallurgical Coal's Foxleigh Mine has introduced an entry-level "Hot Seat Crew" program aimed at providing employment for women. The primarily female crews cover regular day shift operator breaks working from 8 am to 4 pm and the roster provides a flexible and genuine career pathway into the resources industry, especially for people interested in re-entering the workforce (Anglo American, 2010)
Australia	Theiss	Mining	Offers local community training to encourage women to operate haul trucks. The traineeships offer the prospect of full-time work without employees having to leave their families (QRC, 2010)
Australia	Rio Tinto Coal Australia	Mining	Hail Creek Mine has put into place flexible shifts, comfortable, secure accommodation, fitness classes and healthy eating menus to encourage women to consider mining as a viable career option (Rio Tinto, 2011)
Business Access			
Canada	Chevron Canada	Oil and gas	Has a robust supplier diversity program: in 2009, spent $433 million on products and services from women-owned businesses, and $319 million on products and services from minority-owned businesses (Chevron Canada, 2009)
Canada	Cameco	Oil and Gas	Employed business specialist to assist communities in establishing businesses and access financial resources Workshops conducted to communicate upcoming contract opportunities within the business and to provide guidance about becoming a Cameco supplier (Estevez et al., 2010)

Jurisdiction	Company	Company Type	Initiative
United States	ExxonMobil	Oil and Gas	Funds scholarships for minority suppliers to attend the University of Virginia's Darden School of Business and Northwestern University's Kellogg Graduate School of Management (ExxonMobil, 2004)
United States	ExxonMobil	Oil and gas	U.S. Supplier Diversity Program focuses on growing business with Minority and Women Business Enterprises based in the US. In 2006, ExxonMobil's purchases from minority and woman-owned businesses exceeded $590 million. ExxonMobil was recognized in 2006 by the Women's Business Enterprise National Council as one of the top corporations doing business with women-owned businesses in the US (ExxonMobil USA, 2009)
United States	Haliburton	Construction	Has a Supplier Diversity Program to maximize opportunities for diverse businesses which includes working with nonprofit organizations in the US, the UK, Canada, Brazil and other countries to help identify diverse businesses that can deliver quality. The company also mentors suppliers to strengthen their business acumen (Haliburton, 2009)
United States	Skanska USA	Construction	Has Building Blocks training program in which experienced Skanska employees serve as instructors to small businesses run by women. Participants receive a certificate that increases their competitiveness in local markets (Skanska, 2008)
United States	Haliburton	Construction	Has Supplier Diversity Program to maximize opportunities for diverse businesses which includes working with nonprofit organizations in the US, the UK, Canada, Brazil and other countries to help identify diverse businesses that can deliver quality. The company also mentors suppliers to strengthen their business acumen (Haliburton, 2009)
United States	TXU Corp.	Energy	Mentoring of small businesses is a prime business objective for TXU, along with participation and support of organizations that nurture the development and growth of companies owned by women and minorities (TXU, 2005)
United States	Shell	Oil and Gas	Supplier Diversity Program has implemented "focused forums", an approach to connect procurement professionals with minority women business enterprises firms that have proven industry experience and a track record of safe, competitive and innovative performance (Shell, 2009)
United States	Pacific Gas and Electric Company	Energy	Has a dedicated staff looking for registered or certified businesses owned by women, minorities and service-disabled veterans

Jurisdiction	Company	Company Type	Initiative
	(PG&E)		Does supplier diversity training across the entire company, including mentoring and networking and helping small and medium-sized businesses learn how to build capacity Has Diverse Business Events calendar on its website and holds events to match diverse suppliers with PG&E procurement staff and other companies that could use its services (PG&E, 2011)
United States	Minnesota Department of Transportation	Construction	Has developed a plan to expand mentoring of women and minority-owned sub-contractors and assisting them in becoming certified to work on construction projects (Olson, 2011)
Australia	Rio Tinto	Mining	In 2008, commissioned an independent inquiry to identify blockages to Aboriginal business procurement and make recommendations to increase Aboriginal involvement in the supply chain. Have now implemented a system to track progress in working with Aboriginal suppliers which has been built into management incentive and reward programs (Estevez et al., 2010)
South Africa	Argyle	Mining	Made a number of adaptations to procurement systems to make these more accessible to Aboriginal people: • Paper-based Expression of Interest form which is distributed through traditional owner organizations • Paper version of tender documentation is posted to interested people • Providing a consistent point of contact in the procurement department for each tenderer • Offering longer notification period to Traditional Owner groups on upcoming opportunities to enable better preparation (Estevez et al., 2010)
South Africa	Newmont	Mining	Established, in partnership with the IFC, the Ahafo Linkages Program to increase the participation of local businesses at the Ahafo mine in Ghana. Placed special emphasis on supporting women entrepreneurs through the IFC Gender Entrepreneurship Markets. Local and women-owned companies were given business training and mentoring opportunities through the Local Supplier Development Training. Ahafo Business Week included a business fair promoting these supply companies to other mining companies in the area (World Business Council for Sustainable Development, 2009)

Jurisdiction	Company	Company Type	Initiative
Information and Communications			
Canada	Chevron Canada	Oil and gas	Has diversity training, diversity moments, personal diversity action plans and lunch-time diversity learning sessions, to ensure that employees understand policies and know how inclusion is practiced throughout the company (Chevron Canada, 2009)
Iceland	Alcoa Fjardaal	Mining	To reach its 50 percent goal, Alcoa Fjardaal continues to reach out to women through advertising and onsite events (Alcoa, 2011)
South Africa	Lonmin	Mining	Implemented a 'Women in Mining' communications campaign; initiated training included as part of the annual employee training programs and training on sexual harassment policies and programs; research commenced on the impact of female wage earners on family well-being and on the safety records of female workers (Lonmin and IFC, No date)

6.0 THIRD SECTOR INITIATIVE

The following industry-driven initiative was identified during the secondary source review. Unlike the initiatives of a specific government, corporation or union, the Northern Women in Mining, Oil and Gas (NWMOG) Project was implemented by a variety of groups: the Status of Women Council of the Northwest Territories in partnership with the Governments of the Northwest Territories and Canada, industry and Aurora College.

The NWMOG Project was implemented in 2007. It was designed to address the need for skilled workers in the wake of increased mineral activity and in anticipation of the Mackenzie Valley Pipeline, by drawing on a group that was under-represented in the sector.

The Project addressed five barriers to the participation of women in mineral and oil and gas industries:

- Traditionally women were not encouraged to gain training in skills-based industries;
- With over 30 percent of unemployed women having completed grade 11 or less, education and literacy levels were often too low to write the trades entrance exam;
- Perceptions that the industrial workplace is best suited for males;
- The role of woman as primary caregiver; and
- Wellness issues in the north, i.e. high rates of alcoholism and smoking.

To address these barriers, the Project used a three pronged approach; recruitment and assessment, training, and support services. As a result of an ongoing evaluation process, the initial recruitment phase was redeveloped to include a "triage" system to screen candidates for suitability and ensure placement at the appropriate level of training. This system included an assessment of support, personal, social, psychological and general health.

The training portion of the program included elements to increase the interest, participation and retention of women, including:

- Women-only training;
- Support provided by NWMOG staff;
- Workplace readiness skills; and
- Appropriate skill development based on the applicant's skills.

Based on the results of the assessment process, women were placed in one of three levels on a training continuum:

- Exposure Course for women who wanted to investigate a trades career and/or did not qualify for the other courses;
- Building Trades Helper Course to allow women to experience a wide range of trades and learn what basic skills are required; and

- Trades Access Program to provide training in a specific trade and prepare participants to write the Northwest Territories trades entrance exam.

Each level provided women-only training, and progressed towards the final step of writing the trades entrance exam. A variety of support services, including financial assistance, workplace counseling and job placement, were provided. Some supports, such as childcare, could only be provided on the advocacy level because direct support was outside the scope of the program. The program evaluation identified success in increasing interest and some success in increasing participation within the sectors; however, there was very little success at increasing retention.

The women-only training element was noted as a reason for success, largely because it removed the baseline barrier that the industrial workplace was best suited to men. However, low education levels and attrition were both identified as reasons why all levels of the training portion of the program failed to meet established targets for completion, particularly the highest training level.

The program's advisory committee structure within government was identified as a key element of the program, enabling a level of participant support that would not have been possible within a government department. The importance of the overall suite of supports was identified, as opposed to one support being more important than the others. Final recommendations from the evaluation included:

- the establishment of a Women in Trades Coordinator to liaise with education, industry, government and non-profit sectors;
- continue to conduct women-only training and ensure that trades programs address male/female needs equally;
- the establishment of a Women in Trades Steering Committee to continue to address existing barriers. As a priority, the committee should focus on solutions to improve education levels among unemployed and underemployed women;
- incorporate monitoring and evaluation into any future training;
- link the target audience to qualifications expected of trades based training;
- continue the triage assessment process;
- incorporate hands on experience directly linked to employment experience within home communities to help build sustainable communities;
- the Women in Trades Steering Committee should work to find solutions to improve overall education levels of unemployed and underemployed women to increase opportunities to access more academically based training;
- the Women in Trades Steering Committee should work to find solutions to issues such as childcare for unemployed/underemployed women so that they can better access trades-based occupations; and
- ongoing core funding should be sought for women in trades to provide for continuity of service and allow for continued follow-up with program participants.

7.0 UNION INITIATIVES

7.1 Introduction

Unions provide a number of benefits to its members. Unionized workers, including women, in almost all countries earn higher wages than otherwise comparable non-union workers. They also generally receive higher non-wage benefits such as pensions and health plans, and much more paid time off the job. In addition, unionized workers are most likely to benefit from legislated pay and employment equity laws than are non-union workers because unions have the resources to make these laws effective. In short, unionization is highly likely to equalize pay and to help close pay gaps in unionized firms and sectors.

Unions generally have an interest in improving gender diversity. Recent collaborations between the Government of Newfoundland and Labrador and unions, including the International Brotherhood of Electrical Workers and the Regional Council of Carpenters, Millwrights and Allied Workers, have created positive and innovative employment equity initiatives (Turner, 2009). However, some unions, particularly those representing traditionally male-dominated fields, have been slower than other stakeholders at developing initiatives aimed at increasing women's representation in their fields. This can be related to the history of many trade unions, which were built on traditional gender beliefs and attitudes which have become embedded in unions' systemic policies and procedures (Turner, 2009).

The following provides examples of how unions have worked to promote women's employment and encourage gender equity in the natural resources and other sectors, as well as instances where women's participation in traditionally male-dominated industries was challenged by unions.

7.2 Vancouver Island Highway Project

The equity initiatives in training and hiring on the construction of the Vancouver Island Highway Project (VIHP) represented the first time in Canada that a significant effort had been made to integrate women in the work of building a commercial highway. A number of innovative management initiatives were responsible for the successful equity component on the VIHP: the centralized hiring of all construction labour on the project through a single employer, Highway Constructors Limited (HCL), a subsidiary of a provincial crown corporation; the actual building of a section of the highway at Hindoo Creek, by the trainees; and the contract with contractors and unions which gave priority in hiring to equity employees.

In the beginning, the unions involved had difficulty surrendering their traditional control of the hiring hall to HCL and that all employees must become unionized and be paid a standard rate. All personnel had to accept contract language that gave priority to both local hire and employment equity in dispatch, and had to adjust to the introduction of equity workers into their work places and practices. The building trade unions and the highway building contractors specifically resented the equity and restricted local hire requirements of the contract feeling that,

with high unemployment among existing union members throughout the province, bringing new workers *into the union* worked to the detriment of an already underemployed labour force.

Several factors were in place on the project to help motivate contractors to integrate equity hires into the workplace, such as one-day (optional) Diversity Seminars. Eventually, some contractors began to like having women involved in the project because they tended to be less aggressive. The success of the agreement became evident as In each year of the project during the major building years, the proportion of hours worked by members of equity groups increased. At various times during the project, particularly during summer months, the number of equity workers hired climbed to over 23 percent, with women representing over 10 percent of the total (Griffin Cohen and Braid, 2000).

7.3 Communications, Energy and Paperworkers Union of Canada

The Communications, Energy and Paperworkers Union of Canada recently raised gender-based hiring quotas during a presentation to the federal Standing Committee on the Status of Women. It proposed that construction employers be required to ensure increased participation of women, via gender-based hiring quotas, as a condition of their project approval, especially if they receive government funding (CEP Union, 2010).

7.4 Construction, Forestry, Mining and Energy Union, Australia

The construction branch of the Construction, Forestry, Mining and Energy Union (CFMEU) in Australia recently fought for and won government-paid parental leave believing it is important in encouraging women to participate in the workforce and the industry. The union is now looking for pay equity (CFMEU Construction and General, 2011).

7.5 International Longshore and Warehouse Union, BC Docks

Late in the last decade, the Vancouver docks had 1,300 union members and another 800 casuals, but only 127 were women, of whom only 28 were union members. Some of these women reported instances of sexual harassment and revealed that female applicants for longshore work were subjected to an unnecessary hiring test that few women can pass. As a result, women made up only six per cent of the workforce, which put them in such a minority that they are easy targets for abuse.

The International Longshore and Warehouse Union supported the preparation of a report on incidences of sexual harassment at Vancouver docks that made recommendations about how to make the work environment safer for women. The union voted unanimously to accept this report's recommendations as a step towards ending harassment and creating a more supportive environment for female employees. These recommendations included the installation of more women's washrooms, equal access to training for all workers, and new provisions in the employment contract to specify punishment for harassment and retaliation (Ouston and Dalton Jr., 2009).

7.6 Construction Union in Peoria, Illinois

In an effort to increase the number of women and minorities in union construction occupations, the union construction industry in Peoria, Illinois, has been planning and implementing programs designed to reach out to all potential workers and encourage gender equity. The industry has partnered with numerous education agencies to accomplish this task: Peoria Educational Region for Employment and Career Training, Tazewell County/Area Education for Employment, Workforce Development Board/Network, Illinois Central College, Bradley University and individual trade union apprenticeship programs. Current K-12 programs include an 8th Grade Construction Career Expo, High School Work-Based Learning Program, High School Women in Construction Day, Educator Job Shadow and career fairs/presentations (Johnson, 2010).

7.7 United Steelworkers of America

In the 1990s, The United Steelworkers of America (USWA) adopted a new slogan: "Everybody's Union". The union's logo featured women and men of various races and nationalities engaged in a wide range of occupations. Videos, posters, bumper stickers, newsletters, and t-shirts all proclaim the theme of solidarity through diversity.

As part of the Women in Steel campaign, union feminists helped to create new programs within the USWA to increase the participation of women and to give greater visibility to issues of concern to working women. These initiatives involved a range of activities, projects and organizational forms, including conference resolutions; newsletters; women's conferences; the establishment and revitalization of women's committees at the local, district, national and international levels; and the creation of a new educational and leadership development program for women. The goal of the campaign was the full integration of women in the union, and an end to discrimination in the workplace (Fonow, 1998).

In Canada in the 1970s and 1980s, there were cases where the USWA helped further gender equity within the International Nickel Company (INCO), as well as cases where it tried to hinder it. For example, when one female INCO employee was denied a transfer to a newer facility because there was no washroom for women at the mill where she currently worked, her union grievance officer launched a complaint with the Ministry of Labour. The Ministry ordered the company to build female restroom facilities or transport her, on company time, to the nearest facility with a washroom for women.

In another case, a female employee with the necessary seniority and qualifications to bid on a higher paying job as an operator at the Nickel Carbonyl Plant was refused the position because of concerns that the chemical that would be used in the event of a carbonyl gas leak posed a potential health threat to a pregnant woman's foetus. The policy to exclude women from jobs in this part of the plant had been endorsed by both the company and union. After an unsuccessful bid to grieve the company's decision, she launched a human rights case in 1984 and in 1988 it was ruled that, while Inco had acted in 'good faith' in developing and applying the restrictive policy, the risk of exposure to the harmful chemical was small and it was up to individual women to decide whether or not they were willing to assume that risk (Keck and Powell, 2000).

7.8 FAST Jobs Seattle

Fairness and Access to Sound Transit Jobs (FAST Jobs), a pro-community jobs coalition in Seattle, sprang from an alliance of community and labour interests. Protests over the anticipated environmental and social impacts of a proposed large public transportation project led to a community forum in which transit and elected officials heard testimony from women and minority workers who had been excluded from union apprenticeship training programs.

In April 1999, the FAST Jobs Coalition was born. Representing residents, workers and job seekers from Seattle's low-income communities, FAST Jobs targeted local officials and testified at Sound Transit board hearings. The coalition argued that a huge demand for skilled workers existed, that Sound Transit's project would increase this demand, and that the residents of low-income, high unemployment communities in Seattle were ready to meet this demand. It pointed to the low percentage of workers and apprentices who were women or people of colour, and asked the pointed question: why should public dollars go to projects where no benefits flow to the community?

FAST Jobs advocated for community participation, a focus on low-income communities, and procedures for getting inner city residents, and particularly women and people of colour, into jobs and apprenticeship. The Sound Transit board voted to adopt a Project Labour Agreement (PLA) and to include FAST Jobs in the negotiations between unions, employers, and Sound Transit. After nearly five months of negotiating, Fast Jobs achieved an increase in goals for apprentice utilization and diversity, and an unprecedented provision to designate "community representatives" or job monitors on this project. Journey-level workers serve as these community representatives and, in addition to their regular duties as employees of PLA contractors, monitor the hiring and successful retention of women and people of colour (Garland and Suafai, 2002).

8.0 CONCLUSION AND RECOMMENDATIONS

8.1 Conclusion

While the scan of gender equity policies and practices found considerable government, union and third sector interest in gender equity, development in the area over the last few years has been led by industry. As was noted in Section 2.0, the original emphasis of the research was government initiatives related to gender equity in the oil and gas and mining industries, but this did not identify any recent requirements, policies or initiatives related to gender equity in any of the selected jurisdictions other than Australia.

This likely reflects not only a general international decline in government intervention, but also the increasingly strong business case for gender equity and diversity. Tight labour markets are making it more and more important for companies to attract and retain women and to be seen as employers of choice. Corporate social responsibility is also becoming increasingly important, and reputation and liability concerns continue to influence corporate policy. These business trends also apply in Newfoundland and Labrador, especially given its evolving labour market. However, activity in the Province's resource sector is also subject to the reinforcing effect of the Government of Newfoundland and Labrador's commitment to gender diversity; as was noted above, the literature review consistently returned results related to the Province, including the Energy Plan and local research undertaken over the past decade.

The scan also found that companies generally express considerable pride and satisfaction with their gender equity initiatives. A number of companies also indicate that the benefits of increased gender equity extended beyond the above drivers and related expectations; for example, companies reported improved health, safety, productivity and retention rates with respect to both female and male workers. However, there is only limited hard evidence of success in achieving gender equity, and the data presented in Section 3.2 and information on women's employment initiatives in Newfoundland and Labrador both suggest that progress is slow.

The reasons for that likely include the complexity of the issues involved in gender equity, including the large number of stakeholders involved. These include companies, governments, unions, educational and training institutions, industry and professional associations, economic development agencies, social services providers (especially re child and elder care) and third sector organizations. Indeed, as has been demonstrated by Husky Energy's White Rose Diversity Plan initiative, the constraining effect of the limited pool of qualified and experienced women extends the focus of gender equity into such areas as the school system and parental attitudes, which influence the career aspirations of girls and young women.

Given this complexity, there are no simple answers in seeking to accelerate progress towards gender equity. While the individual players must continue to pursue their gender equity-related interests, there is a need for increased cooperation and collaboration between different stakeholder groups. As with individual projects, this cooperation and collaboration must be focused around an iterative process to promote gender equity that involves: investigating

constraints and the nature of success; setting targets; monitoring, evaluating and reporting results in achieving these targets; reviewing and as necessary revising plans and processes; and setting revised targets.

8.2 Recommendations

The rest of this section of the report provides an overview of the gender equity initiatives described above and makes recommendations as to how they might be applied in promoting gender equity on resource development projects in the Newfoundland and Labrador context. This discussion is organized around the seven focus areas identified in Section 3.3.

In discussing these initiatives, it is not possible or useful to identify any or all as representing 'best practice'. First, while these are initiatives that have been adopted for large projects and generally appear to be beneficial, little is known about their effectiveness in either absolute terms or relative to other options. By way of an example of the former, although the research found that Employee Assistance Programs (EAPs) and Employee and Family Assistance Programs (EFAPs) are in common use by the proponents and operators of large projects, the scope of this study did not include reviewing the literature or undertaking primary research to establish how successful such programs are in promoting gender equity. In the latter case, it is not clear for example whether EAPs and EFAPs are superior to other similar types of program or intervention. It is also unlikely that the initiatives discussed are equally applicable or useful, and hence always represent best practices, across different types of project, project phases, proponent companies and contexts.

However, while it is not possible to identify any of these initiatives as 'best practice', they do represent a suite or menu of initiatives that have been shown to be effective in promoting gender equity and which have been adopted by companies engaged in resource development project activities, in Newfoundland and Labrador and/or other comparable jurisdictions. That said, it is important to note that issues of context are important, and there are dangers associated with simply transfering approaches, policies or initiatives from one jurisdiction into another.

A number of related considerations are important in reviewing how initiatives might be used in promoting equity on different resource development projects in the Newfoundland and Labrador context. These include:

- Initiative cost and/or level of effort: Some gender equity initiatives are more costly than others, and may not be feasible on a small or marginal project, or a project being developed by a company with limited capacity. For example, it may not be reasonable to expect the proponents of a small mining project to open a daycare or endow a training bursary program.
- Size/duration of project: Similarly, some initiatives may not be practical for a project of small size or short duration. For example, it will seldom be practical to deliver a specific training program related to an occupation for which only a small number of workers is required, and there is little merit in training women for a project or employment opportunity with a short life unless there is likely to be a broader labour market requirement for the skill in question.

- Project phase: Construction and operations present different opportunities and challenges respecting women's employment and business access. Construction is usually of shorter duration (in total and with respect to requirements for specific trades and other occupations and particular goods and services), involves larger peaks of activity, is more commonly unionized, and often requires camp accommodations. Project operations are commonly of a longer duration, and may have a more modest scale, for example in the case of hydro projects.
- Remoteness and accommodations arrangements: Remote worksites, such as offshore petroleum platforms, fly-in mines and remote hydro projects, present a specific set of challenges for women given the extended periods workers must spend both working and living at the site. These challenges are often also found at rural construction sites, such as Bull Arm and Long Harbour, where the labour requirements lead to the use of a construction camp and rotational work schedule.

As such, the provision of gender equity initiatives must be tailored to the characteristics of the project and its setting. Accordingly, the following discussion reviews the applicability of different initiatives to different types of project, project phases, proponent companies and contexts, albeit without establishing formal criteria with respect size, duration, etc. However, that said, there are also some relatively low cost initiatives that appear to be relevant and desirable for all projects, and the recommendations presented below reviews the applicability of other initiatives on different project types and phases. For further information on specific initiatives, the reader is referred to the earlier sections of this report, and the material referenced therein.

8.3 Managing, Monitoring and Reporting

The management, monitoring and reporting of gender equity initiatives includes a broad spectrum of important activities. Companies should dedicate resources and expertise to managing gender equity programs and initiatives, and ensure that their subcontractors address project gender equity requirements and implement related initiatives. It is also critical that they identify leading/lagging indicators, evaluate and report results, and review and as necessary revise plans and processes. Most important, though, is creating project-wide organizational cultures that view gender equity as an important business consideration; this, above all else, requires leadership commitment.

8.3.1 Recommendations

All companies involved in developing and operating resource development projects are responsible, under the Human Rights Act, for promoting gender equity. An overarching consideration in the success of any project gender equity program is developing a diversity culture. The lead responsibility for this lies with the project proponent and operator. In order to achieve this:

- *Senior leadership of project proponent and operator companies for all projects should commit to gender equity and the development of a project-wide diversity culture. This leadership commitment should be made clear at the outset of the project and throughout its life in: project plans, policies and processes; promotional, motivational and*

educational materials; and, internal and external presentations and communications, including communications with subcontractors.

Success in achieving gender equity requires an early and appropriate allocation of management responsibilities and resources within the proponent company:

- *On large projects, a management position should be created with overall responsibility, and appropriate support and budgetary authority, for promoting and managing project gender equity initiatives during construction and operations, with this individual participating in senior management committees.*
- *On small projects, overall responsibility for promoting and managing project gender equity during construction and operations should be allocated to a manager with human resources, procurement or communications responsibilities, and who has appropriate support and budgetary authority.*

Proponent companies are responsible and accountable for gender equity on all project work undertaken in Newfoundland and Labrador, including both the work they undertake and that of all project subcontractors. Gender equity should be cascaded down the project supply chain. To assist this:

- *On large projects, the main subcontractors should be required to establish a management position with overall responsibility for promoting and managing gender equity initiatives, with this individual participating in senior management committees and engaging in a regular liaison with the proponent representative with such responsibilities.*
- *On small projects, the main subcontractors should be required to allocate overall responsibility for promoting and managing project gender equity to a manager with human resources, procurement or communications responsibilities.*
- *On all projects, requests for EOIs, RFPs and other major procurement-related communications should include reference to project gender equity obligations and commitments, and all contracts should require adherence to these obligations, including those related to monitoring and reporting.*

To ensure an appropriate and informed addressing of gender equity issues:

- *All managers with gender equity responsibilities should have gender equity experience and/or have received appropriate training in that field.*

In the case remote worksites, such as offshore petroleum platforms, fly-in mines, remote hydro projects and some rural construction sites:

- *Depending on the project size, project proponent and/or major subcontractor(s) should establish an onsite position with responsibility for gender equity, or give responsibility for gender equity at the site to manager who works there.*

The proponents and main contractors for all projects should recognize that success in delivering gender equity requires the prompt implementation of an iterative process that involves: investigating constraints and the nature of success; target setting; monitoring, evaluating and reporting results; reviewing and as necessary revising plans and processes (adaptive management); and setting revised targets. In particular:

- *While recognizing that occupational requirements fluctuate over time, especially during construction, the proponents and operators of all projects should establish quantitative employment targets, based on sex-disaggregated labour force and labour supply data by occupation, for both construction and operations. Initial targets should be established before project sanction.*
- *For large projects, specific employment targets should be set, in collaboration with the main contractors, for:*
    - *occupations or occupational groups of particular importance re gender equity, and*
    - *the conclusion of significant activity phases during construction and on an annual basis during operations.*
- *For small projects, employment targets should be set, in collaboration with the main contractors, for the:*
    - *main occupational groups, and*
    - *mid-point of construction and every one to three years during operations.*
- *Consistent with the Human Rights Act and other legislation (e.g. the Atlantic Accord Implementation Acts), project proponents and their contractors must not allow the presence of unions to stand in the way of gender equity. To help address this, early union engagement on equity matters is strongly recommended.*
- *While recognizing that goods and services requirements fluctuate over time, especially during construction, business access targets should be set for large projects, based on an assessment of project requirements and the current and potential women-led businesses. The targets will normally take the form of a value or number of contracts awarded to women-led businesses.*
- *All quantitative employment and business access targets should be aspirational, reflecting an overall goal of continuous improvement.*
- *In addition to such 'lagging indicators,' quantitative measures of outcomes, qualitative or qualitative 'leading indicators' (commitments to gender equity actions and initiatives) should be set, monitored, reported and revised over time.*
- *On all projects, success in delivering gender equity should be an element in the performance review of all management positions.*

The experiences of women provide both a measure of, and insights into, the barriers they face and the effectiveness of initiatives designed to address them. Accordingly, the proponents and operators of projects should also:

- *Establish mechanisms to consult prospective, current and departing female employees, and female entrepreneurs, about constraints to women's employment and business access and the effectiveness of current and other potential project gender equity initiatives.*

Specific gender equity initiatives described below may be subject to challenges or lead to grievances. In response to this:

- *All project proponents should put in place gender equity-related grievance/dispute procedures.*

It should be noted that, while these recommendations focus on gender equity, all employers in Newfoundland and Labrador must respect all races, cultures and sexual orientations.

8.3.2 Roles of Government, Community Groups and Others

Project proponents and contractors that do not have in-house capabilities related to the design and implementation of gender equity and diversity initiatives can avail of the expertise and experience that has been developed within the Government of Newfoundland and Labrador, community groups (such as WRDC and NLOWE), consulting companies and labour groups in the Province. These resources may also be valuable to those large companies that are unfamiliar with the Newfoundland and Labrador regulatory, labour market, economic and social context.

8.4 Employee Recruitment, Selection and Retention

This focus area is primarily concerned with: providing a pool of available workers; community outreach (such as participating in career days); having procedures that encourage women to apply for positions; and hiring processes that emphasize equity and fairness.

8.4.1 Recommendations

Means of addressing Employee Recruitment, Selection and Retention include a number of initiatives that may be reasonably required of all employers. For example, all proponent companies and their main subcontractors should:

- *Review and as necessary revise their human resources policies and procedures to ensure that they emphasize equity and fairness, are proactive in encouraging the recruitment and retention of women, and identify and remove barriers to their recruitment and retention.*

This includes:

- *Ensuring job advertisements use active gender equity language, seeking to attract women applicants rather than just providing a passive statement of commitment to equity.*
- *Engaging in community outreach through participation in career fairs, with gender equity considerations being reflected in representation and materials.*
- *Communicating employment opportunities in a timely manner, including prior to the start of activity, to allow training institutions and potential employees to prepare.*
- *Reviewing job qualifications to see if any years-of-experience requirements are in fact justified and whether the candidate's education level, and/or additional on-the-job training or mentoring, can substitute.*

In the case of large projects, actions should also include:

- *Providing copies of job advertisements directly to community groups supportive of women's employment, such as WRDC.*

- *Holding women-only employment competitions, which are permissible under a Human Rights Act Special Order and may be particularly valuable in a tight labour market.*
- *Developing and delivering a community outreach program that includes initiatives specifically targeted at, and designed to attract, girls and women.*
- *Providing financial and/or in-kind support to community-based gender equity programs such as Techsploration.*
- *Assisting universities and colleges in identifying and delivering training for occupations in which women are under-represented, and providing scholarships and bursaries to women interested in taking such training.*

8.4.2 Roles of Government, Community Groups and Others

Government, community groups and consulting companies can provide a wide range of guidance, materials and in-kind assistance in support of employee recruitment, selection and retention initiatives. There are also multi-sector groups, such as the provincial Skills Task Force and the Petroleum Industry Human Resources Committee, which can provide guidance and assistance in addressing labour force issues, including gender equity.

8.5 Employee Development

Employee development is concerned with providing opportunities for women to advance in the company. As such, the greatest opportunities from a company perspective relate to operations and management positions, given the relatively short duration of trades and trades-related employment in construction activity. Employee development encompasses such initiatives as the provision of training, mentoring and other career advancement opportunities.

8.5.1 Recommendations

All proponent companies and their main subcontractors should:

- *Review and as necessary revise their human resources policies and procedures to ensure that they encourage, and identify and remove barriers to, the advancement of women employees.*
- *Provide training, mentoring and other career advancement opportunities for women employees.*
- *Provide employees with assistance in establishing and operating women's networking and mentoring groups and arrangements.*

The proponents and operators of large projects, and their main subcontractors, should also:

- *Support educational and training institutions in developing and offering career advancement programs, and assist women employees is availing of such programs.*

8.5.2 Roles of Government, Community Groups and Others

Government and community groups can both provide a wide range of guidance, materials and in-kind assistance in support of employee development.

8.6 Work Environment and Equipment

The work environment has both physical and social dimensions. In the former case, this includes the design of workplace and any worker accommodations, and the provision of protective gear and equipment appropriate for female as well as male workers. In the latter case, it includes such things as providing: a supportive, accommodative and safe social environment; culturally relevant practices for Aboriginal, disabled and visible minority women; a harassment-free and respectful workplace; gender sensitivity and violence prevention training; and, Occupational Health and Safety mechanisms that are supportive of women employees.

8.6.1 Recommendations

The physical design of worksites has significant implications for the hiring and retention of women employees. This is particularly so in the case remote worksites, such as offshore petroleum platforms, fly-in mines, remote hydro projects and some rural construction sites, where employees spend extended work and non-work hours with other employees in an isolated location. In all cases, project proponents and their main subcontractors should ensure that:

- *Project facilities, including work sites, toilets, bathrooms, change rooms, lunch rooms and worker accommodations and associated facilities, are designed to be truly accommodative of women, including through consideration for their privacy, safety and convenience.*
- *Where work camps are used, the physical design of the bedrooms, dormitories and dining, recreation, entertainment and other facilities take gender considerations into account. This should include recognition that women workers will likely be a minority and require a work and residential environment in which they can relax and not feel pressured by, or on display for, male employees. This may require providing women-only bedrooms, dormitories, television rooms, etc., and/or setting aside times when only women are allowed to use weight rooms and similar recreation facilities.*
- *The design of workplaces and work camps, and related policies, facilitate women and men having telephone and internet access to their family members.*
- *Consideration is also given to the workplace and work camp design re the special needs of Aboriginal, disabled and visible minority women.*

Gender-related design considerations extend to work-related machinery and personal protective equipment, all of which have safety implications. Accordingly:

- *The proponents of small projects should review gender-related concerns re the design and use of machinery and personal protective equipment.*
- *The proponents of large projects should prepare a Safety Plan which explicitly considers gender-related concerns re the design and use of machinery and personal protective equipment.*

A supportive, accommodative and safe social environment is also important factor in the hiring and retention of both women and men. In the case of work camps in particular, attempts should be made to provide a home-like, rather than an institutional, social environment. In support of

having a suitable social environment, the proponents and operators of projects, and their main subcontractor(s), should:

- *Provide all employees with gender sensitivity, respectful workplace and violence prevention training at the time of hiring and periodically thereafter; forbid the display of 'pin-up' calendars and similar sexist material and the open exchange or use of pornographic material; facilitate the culturally relevant practices for Aboriginal, disabled and visible minority women; and, encourage women's networking and support groups.*

The proponents and operators of large projects, and their main subcontractors, should also:

- *Establish a women-only Occupational Health and Safety sub-committee, with direct access to management, to review and provide advice on issues of particular concern to women.*

8.6.2 Roles of Government, Community Groups and Others

Government, community groups and others in Newfoundland and Labrador have considerable expertise on work environment and equipment issues. This includes information drawn from the considerable volume of local research into gender-related considerations respecting remote work sites, work camps and personal protective equipment, including studies undertaken by academics, architects, consultants and community groups.

8.7 Work/Family Balance

Work/family balance is important for both female and male employees, but is more important for attracting and retaining the first, given the employment cycle of many women, with periods when they choose to stay home with children and not work, and then re-enter the workforce. Women's family responsibilities commonly also include dealing with emergencies and, increasingly, taking care of elderly parents. Such topics have particular dimensions and significance respecting employment at remote worksites, such as offshore petroleum platforms, fly-in mines, remote hydro projects, and some rural construction sites.

8.7.1 Recommendations

Work/family balance initiatives are primarily concerned with choice and flexibility, allowing variations from 'conventional' arrangements established at a time when most industrial workers were male. While primarily directed at female employees, it is also recognized that they are increasingly appreciated by, and help attract and retain, male workers. Accordingly, the proponents and operators of projects, and their main subcontractors, should:

- *Provide flexibility in work hours, leave schedules and overtime requirements so as to facilitate child and elder care by female and male employees. This should include openness to part-time work and work-sharing.*
- *Use Employee Assistance Programs and Employee and Family Assistance Programs that provide comprehensive work/family balance supports.*

To assist families in having and raising children, the proponents and operators of large projects, and their main subcontractors, should also:

- *Top-up provincial and federal maternity and paternity leave and support.*
- *Seek to provide women on maternity leave with opportunities to maintain their employment interests and connections, for example by allowing them access to training and participation in project teleconferences.*
- *Facilitate, and provide supports for, working from home and telecommuting.*

Child and elder care is a major constraint to women's employment in Newfoundland and Labrador, with a limited availability of good quality facilities. To assist current and potential women employees, the proponents and operators of large projects and their main subcontractors should:

- *Assist employees in accessing appropriate affordable or subsidized quality child and elder care. This might include assisting in the establishment of new facilities, contracting for employer-assisted provision, or providing daycare vouchers.*

Given the current gender pattern of business ownership, there is a good likelihood that assistance in establishing new care facilities will also contribute to the establishment or growth of women-led businesses.

8.7.2 Roles of Government, Community Groups and Others

Government, community groups and consulting companies can provide a wide range of work/family balance guidance, materials and in-kind assistance. Government, working with non-profit agencies and private-sector companies, is also responsible for the general provision of child and elder care.

8.8 Business Access

The proponents and operators of large projects, and their subcontractors, often have difficulty in reaching out to small and women-led businesses. In turn, these businesses and entrepreneurs who might establish businesses are often unaware of, or daunted by, the size of projects, the size and nature of project goods and services requirements, and the related procurement and other processes and requirements. Business access includes a number of initiatives that mostly see better communicating project opportunities to women-led businesses, working with them to better prepare for bidding on contracts, and providing mentoring and assistance with business processes, financial matters and certifications.

8.8.1 Recommendations

The proponents and operators of all projects, and their main subcontractors, should:

- *Be proactive in communicating with women-led businesses and with the business community, especially in the vicinity of project activity, about opportunities that might be suitable for existing and new women-led businesses. This includes communicating business opportunities in a timely manner, initially prior to the start of activity, to allow potential contractors to prepare.*

- *Review and as necessary revise their supplier development and procurement policies and procedures to ensure that they accommodate women-led businesses and encourage, and identify and remove barriers to, their use.*

The proponents and operators of large projects, and their main subcontractors, should also:

- *Appoint procurement staff with business access responsibilities, charged with providing women-led companies with mentoring and assistance with business processes, financial matters and certifications.*
- *Include business access for women-led companies as a consideration in the design and content of their procurement processes, including targeted information and communications initiatives (see below).*

8.8.2 Roles of Government, Community Groups and Others

Government and such community groups as NLOWE can provide a wide range of supports in undertaking women-led business access initiatives. This includes guidance, materials and in-kind assistance.

8.9 Information and Communications

Information and communications can be both internal and external. As was seen in Section 5.0, examples of internal initiatives include information sessions that educate about equity/diversity and programs to create awareness of and access to certifications process for women-led businesses. External information and communications initiatives include community outreach programs, such as open houses and career fairs. The appropriate representation of women and use of gender-inclusive language in promotional, motivational and educational materials can serve both internal and external purposes.

8.9.1 Recommendations

Information sessions to educate about equity/diversity and programs to create awareness of and access to certifications process for women-led businesses can be either project-specific or opportunistic. In the former case:

- *The proponents and operators of large projects, and their main subcontractors, should include gender equity as a consideration in the design and content of all project-specific initiatives, and provide specific initiatives that target women, girls and women-led business. The use of targeted initiatives is important given the evidence that they are much more likely to attract women (including female entrepreneurs) and girls. Consideration should be given to undertaking such information and communications initiatives in collaboration with such community groups as WRDC and NLOWE.*
- *The proponents and operators of both large and small projects should also participate on an opportunistic basis in external events and other initiatives of such groups as WRDC and NLOWE.*

In order to ensure the appropriate representation of women and use of gender-inclusive language in promotional, motivational and educational print and electronic communications (including websites):

- *The proponents and operators of large projects, and their main subcontractors, should ensure all print and electronic communications, internal and external, provide an appropriate representation of women and use of gender-inclusive language.*
- *The proponents and operators of smaller projects should ensure all project-specific internal and external print and electronic communications provide an appropriate representation of women and use of gender-inclusive language.*

As was noted above (Section 7.2.1), the experiences of women provide insights into the barriers they face and the effectiveness of initiatives designed to address them. Accordingly, the proponents and operators of projects should:

- *Establish mechanisms to consult female employees and entrepreneurs about the constraints to women's employment and business access and the effectiveness of current and other potential project gender equity initiatives.*

8.9.2 Roles of Government, Community Groups and Others

Government, community groups and consulting companies can provide a wide range of supports in undertaking information and communications initiatives. This includes guidance, materials and in-kind assistance.

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APPENDIX A

Introductory Email

Hello,

Stantec, on behalf of the Newfoundland and Labrador Department of Natural Resources, is undertaking a jurisdictional scan of gender equity policies and practices in the natural resources sector, with a focus on petroleum and mining industries. This study will consider national and international gender equity frameworks, as well as programs, policies and best practices that seek to increase the level of women's participation in these industries.

We are currently seeking to identify jurisdictions (i.e. nations, states, provinces and territories) where there have been interesting policy and practice initiatives with the goal of increasing women's participation in natural resource development activities. We would be most grateful for any suggestions you can provide as to appropriate jurisdictions and initiatives, and/or if you can direct us towards materials describing same. We would also greatly appreciate it if you would forward this enquiry to any of your colleagues who might be able to assist us.

If you have any questions about this project, please feel free to contact me.

Stantec

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APPENDIX B

Identified Informants

Arias, M.	Women in Mining BC
Austin, D.	Bureau of Applied Research in Anthropology, University of Arizona
Benoit, E	Paul F. Wilkinson & Associates Inc.
Clarke, C.	Women in Mining Network
Chapman, J.	Paul F. Wilkinson & Associates Inc.
Coles, D.	President, Communications, Energy and Paperworkers Union of Canada
Cull, S	Project Officer, People Strategies, Chamber of Minerals and Energy, Western Australia
Cutler, J.	CEO, National Offshore Petroleum Safety Authority (Australia)
Denk, S	Chair, Women in Mining Queensland
Dischinger, B.	Green Mining Company Women in Mining United Kingdom
Douglas, D	President, Women in Energy Network
Godwin, L.	Co-chair, WIM Toronto
Emerson. C	Women in Science and Energineering
Ebbesen, A.	Petroleum Safety Authority, Norway
Ferguson, R.	Oil and Gas UK
Grauberger, J.	Women in Energy Network (Houston)
Hagen, T.	OLF (Norwegian Oil Industry Association)
Hauan, H	OLF (Norwegian Oil Industry Association)
Jennings, T.	Canada-Nova Scotia Offshore Petroleum Board
Lanyon, K.	Recruitment and Diversity Manager, Manitoba Hydro
Lucas, J.	Executive Vice-President, Business Development, Eco Waste Solutions Women in Mining Canada
Mihychuk, M	President, Women in Mining Canada
Molloy, J.	Oil Industry Liaison Committee, Aberdeen
Morrissey, C.	Queensland Resource Council
Knight. C.	Petroleum Human Resources Sector Council of Canada
Piccott, J.	Canadian Association of Petroleum Producers
Walker, S.	Head of HSE Offshore Division, UK
Woolfson, C.	Professor of Labour Studies Institute for Research on Migration, Ethnicity and Society Linköping University, Campus Norrköping